

June 17, 2026

The Diversity Dividend: How Broader Perspectives Build Better Project Leaders — and Better Careers

PMI Arizona Chapter

Thought Leadership Lunch & Learn Series



Session Guidelines

Helping us create a smooth and engaging experience for everyone

Please keep your camera on if possible

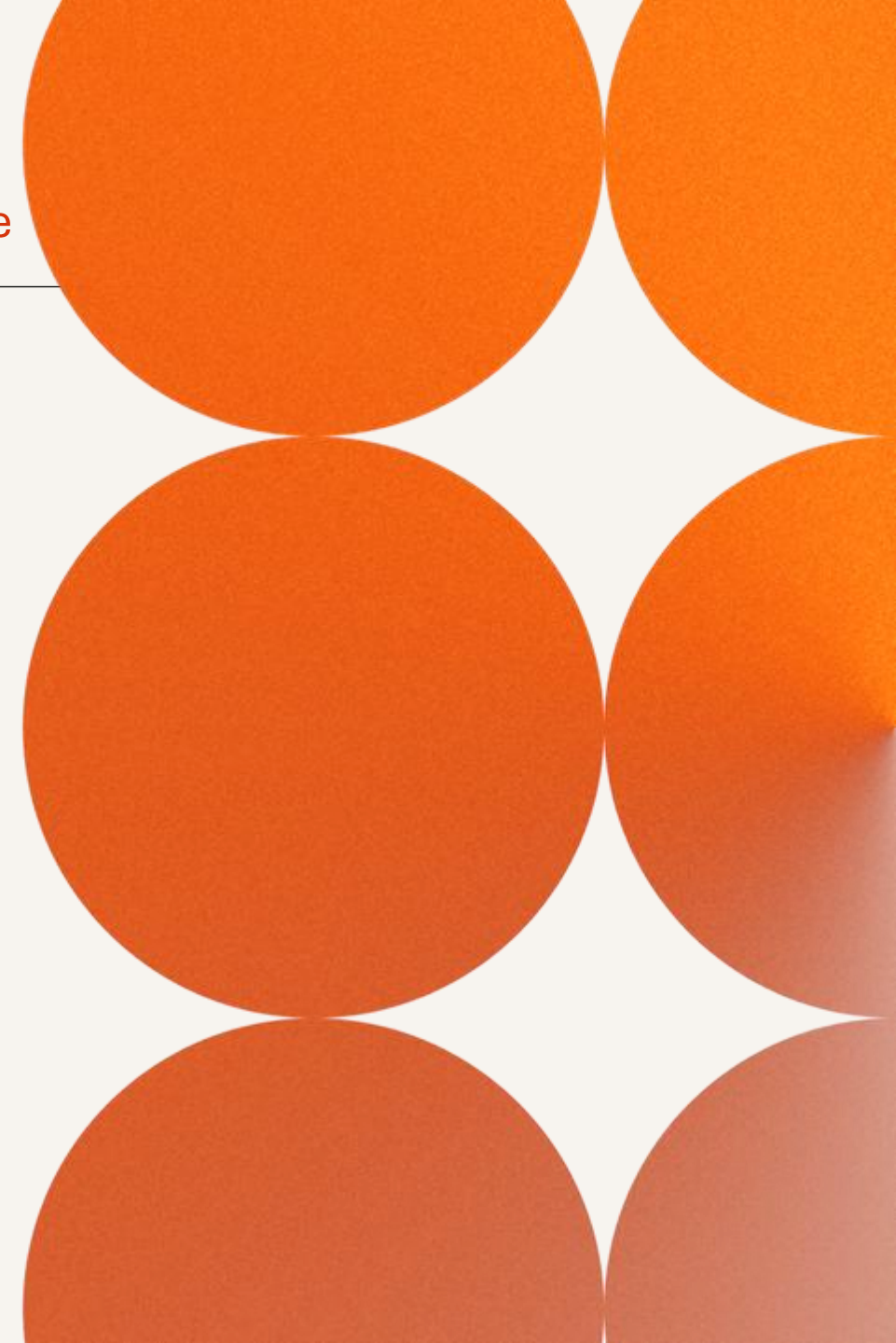
Stay muted during the session

Minimize background distractions

Use the chat for comments and questions

Our moderator will support engagement

Q&A at the end of the session



Meet the Speaker



Amy Timmins, J.D., CPMAI

Business Operations & Chief of Staff
PMI Speaker & Author

Amy Timmins, J.D., CPMAI

Fortune 500 operations leader with 25+ years driving multi-million-dollar portfolios, enterprise alignment, and transformative change.

Former Chief of Staff to multiple C-suite executives; experience across Cisco, Zendesk, Workday, Square, Facebook, and Microsoft.

PMI speaker and author; certifications include CPMAI, PMP, RMP, CSM, OKR Coaching, and AI in Project Management.

Agenda

A 60-minute thought leadership conversation grounded in PMI research

The galaxy story: why perspective matters

PMI research: the data behind the Perspective Dividend

Leadership in practice: Square and Zendesk stories

AI: who gets heard — and whose assumptions shaped the answer

Notice → Ask → Understand → Act

Monday-morning challenge and Q&A

The Galaxy Story

The adults saw a mess. He saw a universe.



PMI's Research

Empathy and curiosity are not detours from delivery — they improve the information leaders use to decide.

The Diversity Dividend is really the Perspective Dividend.

Power skills improve outcomes

PMI reports that teams prioritizing power skills — including communication and empathy — are more likely to meet business goals and less likely to experience scope creep and budget loss.

Curiosity changes the conversation

PMI interviewees describe curiosity and humility as essential: leaders must want to learn from others, stay open to being wrong, and try ideas that may initially seem unlikely.

Safety turns insight into action

Psychological safety makes it possible to raise new ideas and risks without fear. PMI cites evidence linking higher safety to retention, satisfaction, and resilience.

Sources: PMI Thought Leadership (2025). Broader Perspectives, Better Results. Harvard Business Review; McKinsey Diversity Matters (2023); Forbes Insights.



The Business Case — By the Numbers

Diversity is not aspirational. It is a measurable performance driver.

19%

Higher revenue from innovation

at companies with higher diversity levels

— *Harvard Business Review*

39%

More likely to outperform

for the most ethnically diverse teams vs. bottom
quartile

— *McKinsey*

85%

Of leaders agree

diversity and inclusion are crucial to driving
innovation

— *Forbes Insights*

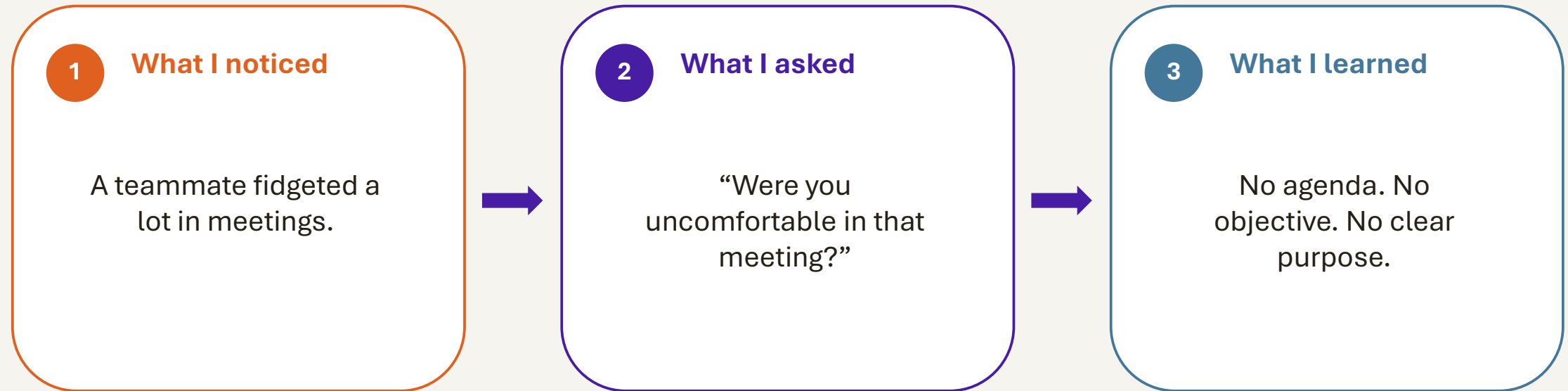
The data is in. The question for every project leader is: am I actually unlocking what's already on my team?

Sources: PMI Thought Leadership (2025). Broader Perspectives, Better Results. Harvard Business Review; McKinsey Diversity Matters (2023); Forbes Insights.



Leadership: Ask Before Assuming

Square story — behavior is data, but it is not always the explanation.



Clarity created comfort. Comfort created contribution.

Leadership Evolution + Empathy

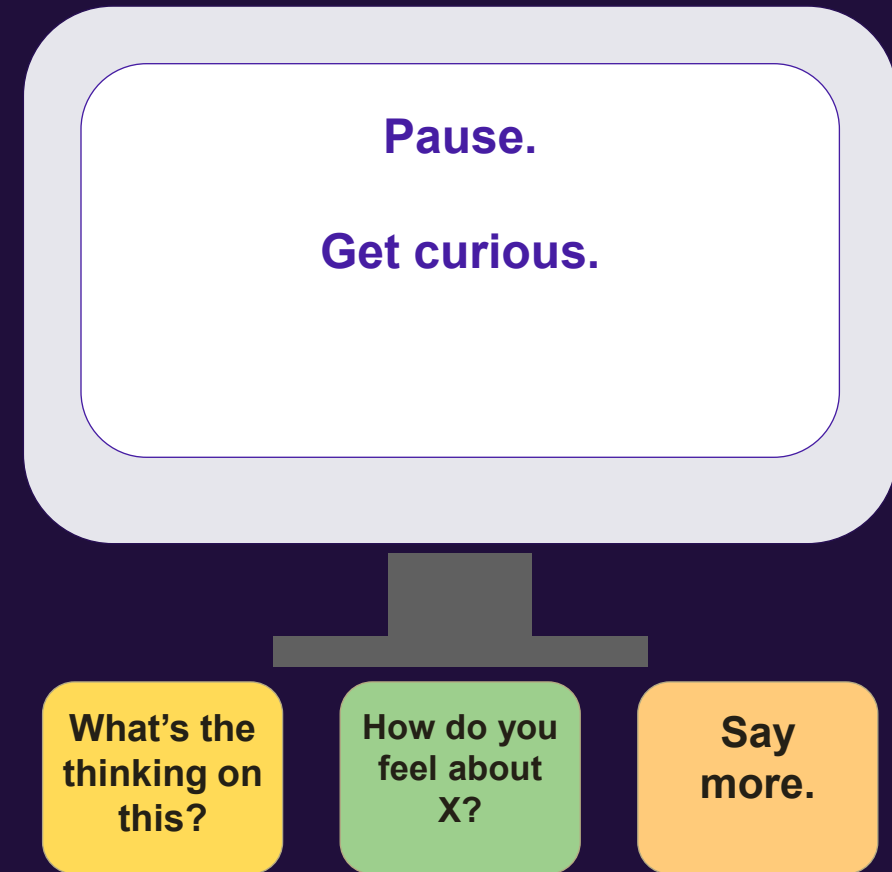
Zendesk story — curiosity became a repeatable leadership practice.

The honest insight

I wanted diverse perspectives.

What I really wanted were diverse perspectives that agreed with mine.

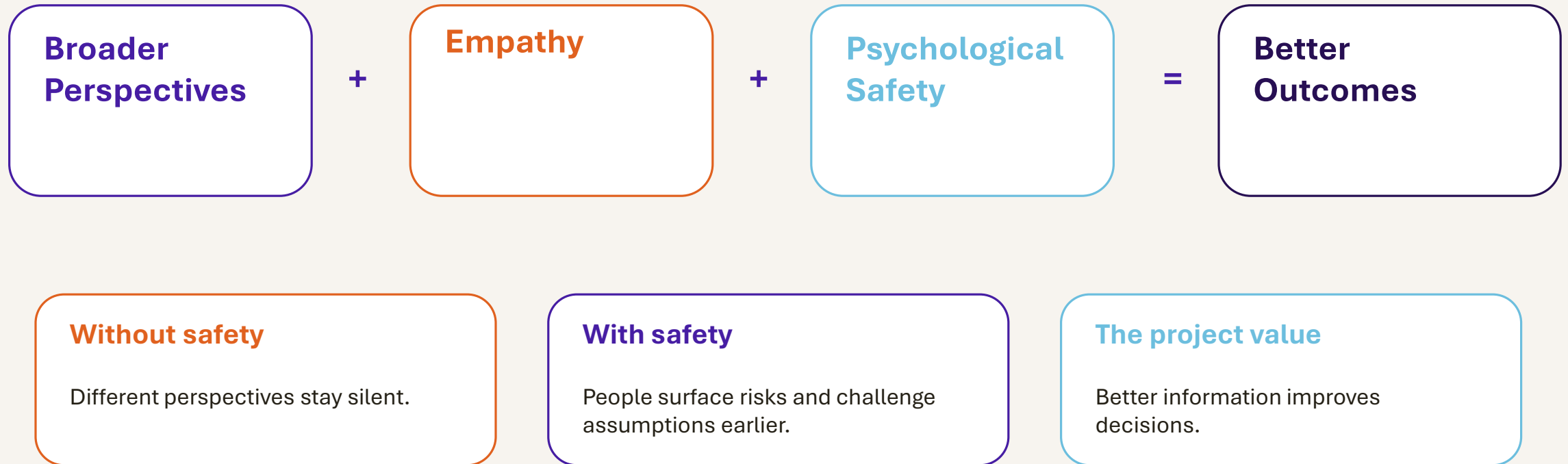
Working with a coach, I put three Post-it notes under my monitor so I could stay in dialogue instead of shutting down the conversation.



Empathy is not softness. It is access to information.

Psychological Safety

Perspective becomes valuable when people feel safe enough to share it.



AI

AI reflects the perspectives of whoever built it. That makes your judgment more valuable, not less.

AI can expand whose voice gets heard

- Real-time translation levels the language playing field
- Meeting summaries give quieter contributors a second shot
- Assistive tools reduce barriers for neurodivergent team members
- Async formats let global voices contribute on their own time

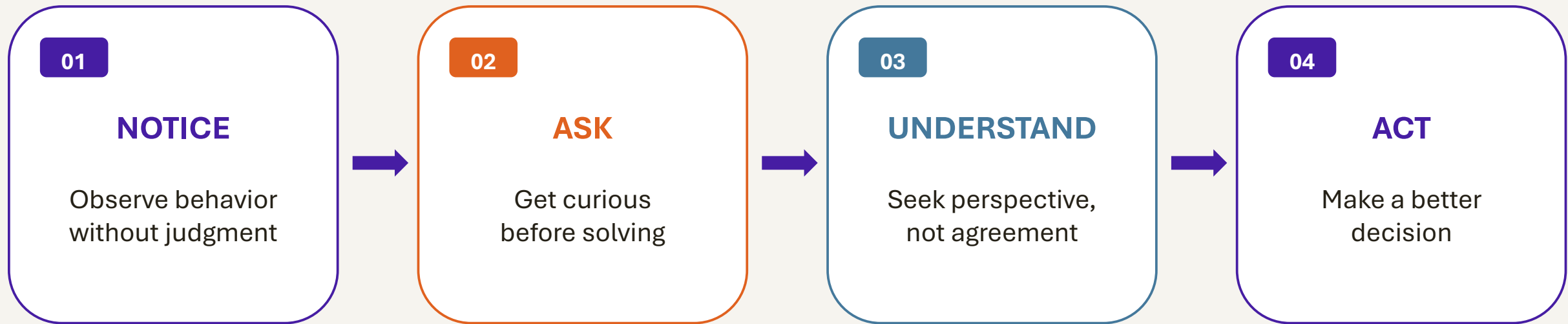
AI also requires critical interrogation

- What assumptions shaped the answer — and whose worldview do they reflect?
- Whose voices are overrepresented in the training data?
- Which perspectives are systematically absent from the output?
- Where does lived experience still outperform pattern-matching?

As a CPMAI: the most important AI skill for project leaders is not prompting. It is knowing when the model's answer is missing the perspective that matters most.

Notice → Ask → Understand → Act

A simple practice for turning broader perspectives into better decisions.



Most leaders skip straight to ACT. The Perspective Dividend comes from the steps before it.

What This Means for Your Career

The same research that applies to teams applies to individual careers.

Your background is your differentiator

Non-linear paths are not liabilities to explain away. They are the source of the perspective diversity that PMI says drives better outcomes. Stop minimizing them. Start positioning them.

Leaders who build safety advance faster

Teams that trust their leaders stay longer, perform better, and advocate up the chain. Psychological safety is a leadership reputation asset, not just a team health metric.

The ask that unlocks the room

Asking “what am I missing?” in the right moment signals intellectual humility and earns trust. It is one of the highest-leverage career behaviors available to any leader at any level.

Your diverse career is not a story to manage. It is the qualification.

The Diversity Dividend Through M.O.R.E.

Broader perspectives strengthen modern project leadership.

M

Manage Perceptions

Create safety so people believe their voice matters.

O

Own Project Success

Use broader perspectives to improve decision quality.

R

Relentlessly Reassess

Challenge assumptions before they become risks.

E

Expand Perspective

Actively seek different ways of seeing the work.

Monday-Morning Challenge

**Ask one person:
“Tell me more about that.”**

Then listen for what you may be missing.



The adults saw a mess. He saw a universe.

Next Steps & Stay Connected

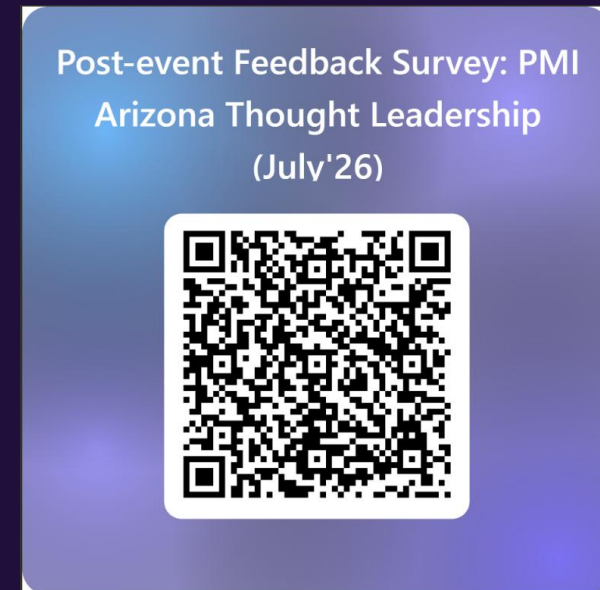
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Thank You!

PDU Code: 8030RPR3ZO



Source

Harvard Business Review; McKinsey Diversity Matters (2023); Forbes Insights.

PMI Thought Leadership. (2025). Perspectives, Better Results [Report]. Project Management Institute.
<https://www.pmi.org>